

Chapter 3

Headquarters And Support Company (HSC)

ORGANIZATION AND MISSIONS

3-1. The HSC consists of a battalion headquarters and a supply company. The battalion headquarters provides command, control and administration support for all organic and attached DASB units. The battalion headquarters plans, directs, and supervises support for the AB and division cavalry squadron. The supply platoon provides receipt, issue, and limited storage of Class II, III(P), IV, and IX (common and air) items in support of the AB and division cavalry squadron. It also receives and issues Class I and VI at the field ration issue point, and receives and issues Class VII as required. The supply platoon maintains the STAMIS (SARSS-1 or GCSS-A). The Class III/V platoon provides Class III(B) and Class V support to its customers. It also operates a division rear aircraft refuel point for divisional and MEDEVAC aircraft. The DASB maintains one day of operational fuel requirements for the AB, division cavalry squadron and the DASB. The company also provides food service support for units organic and attached to the DASB. The DASB receives mortuary affairs support and water from corps units. The medical companies of the FSB and DSB provide level II medical based on METT-TC. See Figure 3-1 for a diagram of the DASB, HSC.

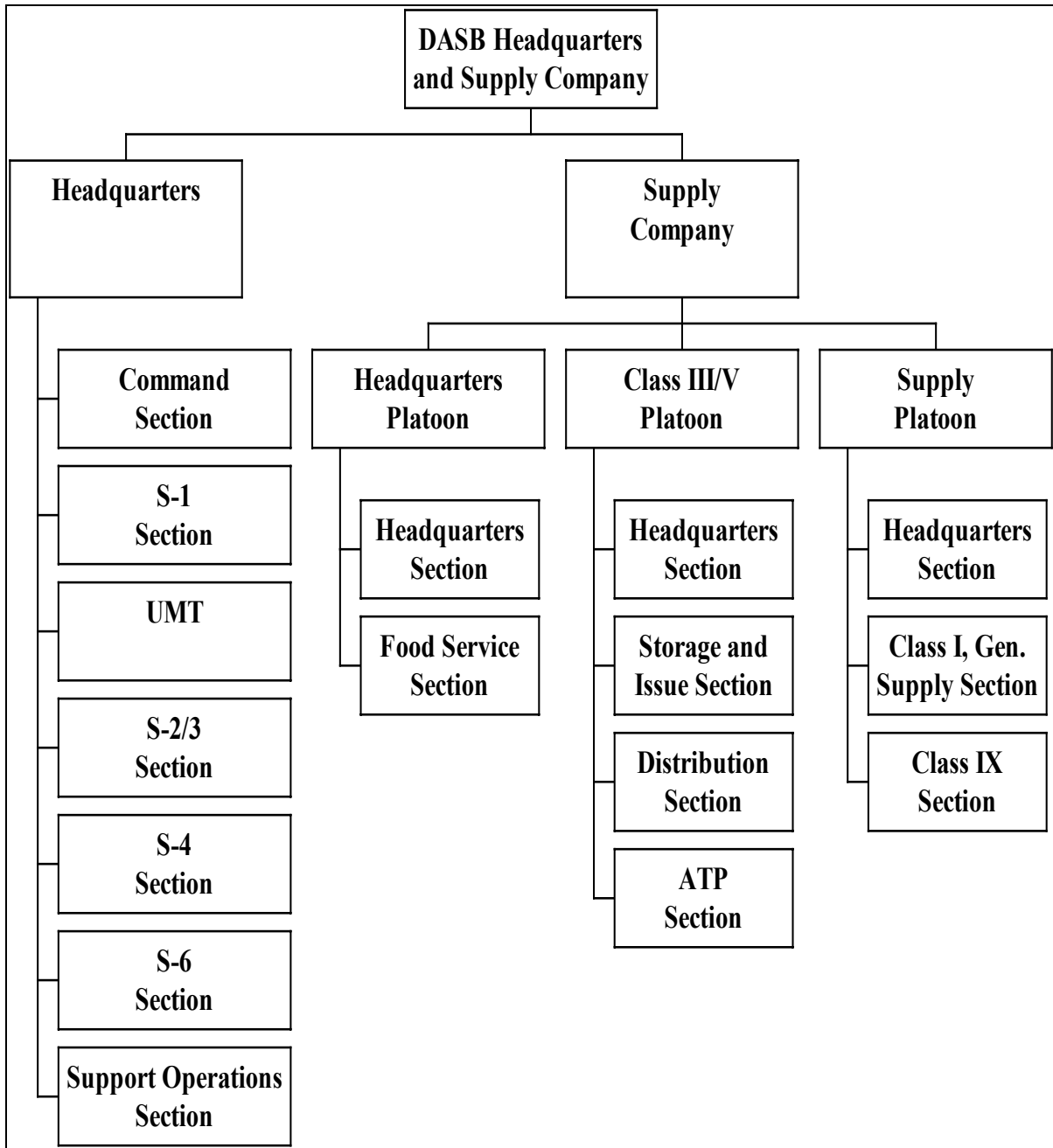


Figure 3-1. Division Aviation Support Battalion HSC

PERSONNEL AND SECTIONS

COMMAND SECTION

3-2. The command section performs the command, control, communications, computer, intelligence, surveillance, reconnaissance (C4ISR functions). The command section consists of the commander, the executive officer (XO), the command sergeant major (CSM), coordinating staff officers, and special staff. Staff officers supervise and coordinate the functions of subordinate sections. Command section staff officers perform duties and responsibilities common to all staff officers. FM 6-99 (101-5), Staff Organizations and Operations, chapter 4, discusses in detail these duties and responsibilities which include:

- Provide information.
- Develop estimates.
- Develop recommendations.
- Prepare plans and orders.
- Supervise subordinates actions.

3-3. Command section staff officers conduct staff mission analysis, develop estimates and plans, and implement policies and orders. They develop a reporting and monitoring system for staff operations in their area of expertise. They provide information updates to the battalion commander and exchange information with other staff sections on areas that are critical to mission accomplishment.

DASB Commander

3-4. The DASB commander, commands all units assigned or attached to the battalion, and is the senior CSS operator for the AB and its attached and opcon units. He also has control of all elements in his assigned area for security and terrain management. He provides subordinate elements with clear missions, taskings, and statements of his intent. Upon receipt of a mission, the commander gives planning guidance to his staff. Once he receives the required information from his staff, he restates the purpose of the mission in a clear, concise statement. He directs the staff to pursue specific courses of action and directs the intelligence/operations officer (S2/S3) to issue the warning order to subordinate elements. The commander with his staff supervises the activities of subordinate units. They implement decisions, directives, and instructions that fulfill the commander's intent. The commander issues fragmentation orders (FRAGO) for required changes. The commander and staff of the DASB also advise the AB commander on DASB support as required.

3-5. The battalion commander's duties include the following:

- Single CSS operator that provides centralized distribution management and the CSS assets required to support the AB.
- Provides commander's intent and mission guidance.
- Reviews staff estimates, course of action (COA) analysis, and recommends the COA that best supports the AB'S mission.
- States his estimate of the situation and announces his decision.

Executive Officer (XO)

3-6. The XO is the principal assistant to the battalion commander. As second in command, he must understand the support operations, the tactical operations, and the non-CSS functions of the battalion. He supervises the DASB staff and coordinates assigned missions with subordinate unit commanders. Following command directives, he formulates staff operating policies. He also oversees the maintenance of the master policy file and supervises tactical operations center (TOC) operations.

3-7. The duties of the XO include:

- Supervises the battalion staff.
- Coordinates staff planning and response to the battalion commander's guidance.
- Disseminates time analysis limitations to all staff sections.
- Supervises staff mission analysis.
- Assumes command of the battalion when required.
- Develops, approves, and monitors staff operating policies.

Command Sergeant Major

3-8. The CSM is the principal enlisted advisor to the battalion commander on all matters pertaining to and dealing with the enlisted members and their families. He is an advisor and personal staff member whose general duties and responsibilities pertain to all levels of the command.

3-9. The CSM serves as the senior enlisted representative for the battalion. As an extension of the eyes and ears of the battalion commander, he maintains frequent contact with his subordinate units and monitors the pulse of the battalion.

3-10. The duties of the CSM include:

- Serves as the battalion commander's principal enlisted assistant.
- Maintains liaison with the AB's command sergeant major.
- Provides the battalion commander information on the status of enlisted matters.

- Serves as the battalion's senior enlisted master trainer. The CSM is critical to identifying training requirements for individuals, crews, battle staff, units and leaders. The CSM ensures training solutions are resourced, executed, and assessed to satisfy mission essential task list (METL) and battle tasks.
- Ensures that new soldiers/leaders replacement training is conducted.
- Ensures training and development of first sergeants, battle staff NCOs, and platoon sergeants within the battalion.
- Emphasizes training in field crafts (command post set up, field sanitation, erect field tents, etc...).
- Emphasizes training in force protection, including marksmanship, fortifications, convoy operations, NBC, and combat lifesaver.
- Demonstrates expertise in operation of battalion equipment such as weapons, vehicles, generators, communications, and automation.
- Demonstrates expertise in FBCB2 (call for support).
- Understands ongoing missions of his unit(s) and supported headquarters.
- Engaged in medical evacuation and mortuary affair operations.
- Identifies and helps resolve any battle field sustainment problems.

S1 Section

3-11. The battalion personnel officer (S1) is the DASB commander's human resource manager. He advises the commander on administrative and personnel matters. He coordinates personnel service support, including personnel, administrative, finance, combat health services, public affairs, and legal support. The S1 develops the battalion's administrative SOP and, with the S4, prepares the administrative/logistics portion of the battalion tactical SOP. He participates in the OPORD process and develops administrative annex materials. He coordinates personnel service support with other staff elements, including mortuary affairs (MA) and combat health service support. The S1 section consists of personnel services specialists and a legal specialist. Typically, the S1 collocates with the S4 section near the DASB CP. This allows cross training of personnel and makes continuous operations easier. Guidance on S1 layouts is in TC 12-17. The S1 trains PAC personnel to execute their functions and internal procedures. Primary S1 responsibilities focus on strength accounting, casualty reporting, personnel actions, and replacement operations.

3-12. The S1 must coordinate with the S3, S4, support operations officer, and S6 to establish and manage the CSSCS network and database. S1 tasks include:

- Gather, input, and maintain personnel data in the CSSCS database.
- Develop the DASB personnel commander's tracked item list (CTIL).
- Set status thresholds for personnel.

3-13. Other responsibilities include matters dealing with:

- Mail.
- Awards and decorations.
- Soldiers' pay.
- Military justice.
- EPWs and stragglers.
- Publications and forms.
- Hometown news releases.
- Distribution center operations.
- Preparation of soldiers for overseas movement.

3-14. The S1 coordinates preparation for overseas movement with the DISCOM S1, DASB company commanders, CSM, and other battalion staff officers. Medical records must be current, family care plans developed, identification cards and tags available, and security clearances checked. Appendix Y of TC 12-17 presents a thorough preparation for overseas movement (POM) checklist.

3-15. The S1 prepares the DASB personnel estimate. It projects personnel losses and replacement requirements based on the tactical situation. From the DISCOM S1, it gets the DISCOM personnel estimate, which includes replacement projections. The S1 passes this information to the DASB commander, who sets replacement priorities for the battalion. The PAC also provides the DSB and FSB medical companies with projected DASB casualties for evacuation planning. The S1 maintains and processes personnel information through data input to standard installation personnel system (SIDPERS). Information received from subordinate units as hasty strength reports, casualty feeder reports, and battle roster updates is input to SIDPERS. This information updates the personnel summary and personnel requirement report and other SIDPERS data. The S1 prepares a task force personnel summary when subordinate units are task-organized. The S1 sends strength reports to the DISCOM and provides the casualty feeder reports to the supporting personnel service company. In support of the DASB personnel function, the S1 also monitors MA activities and reconciles casualty reports with MA records for DASB soldiers. He also coordinates requirements with the DASB S4 for

MA items for DASB personnel. He also ensures that the section follows proper next-of-kin notification procedures.

3-16. Other functions of the S1 in support of the DASB include:

- Processing personnel replacements.
- Projecting numbers of enemy prisoners of war (EPW) and civilian internees.
- Determining total transportation requirements for losses, replacements, and EPWs and submitting transportation requests to the S4.
- Providing administrative services if the tactical situation permits.
- Observing the tactical situation and preparing to assume the CP's role in an emergency.
- Coordinating through the DISCOM S1 to obtain finance services support from the servicing finance support unit.
- Determining requirements for mail distribution.
- Coordinating and supervising postal operations.
- Coordinating morale, welfare, and recreation.
- Coordinating with the DISCOM medical operation section and DASB S2/S3 to develop a combat lifesaver program for DASB personnel.
- Coordinating civil-military operations and law and order activities within the DASB. Considerations include ensuring that civilian activities do not interfere with DASB operations. The DASB commander understands cultural implications, and the DASB fulfills legal obligations to the local population.
- Functioning as DASB public affairs officer when appointed by the commander.
- Coordinating with the DSB/FSB medical clearing stations for return to duty of DASB personnel.

Unit Ministry Team (UMT)

3-17. The DASB commander is responsible for the religious program in his unit. The DASB UMT is the staff section that provides religious support (RS) to the battalion. Its primary mission is to advise the commander on RS to elements of the DASB and to units located in the ASA. It advises the commander on unit morale and ethical issues and to meet the religious and spiritual needs of the soldiers. It also advises the commander on the role of indigenous religions in the area of operations.

3-18. The team consists of a chaplain and a chaplain assistant. The chaplain provides the clergy-related support to the unit. These include worship and prayer services, funeral and memorial services, and in-depth grief counseling. The chaplain assistant

provides the administrative and logistical management for the team as well as the team's security.

3-19. Initially, the UMT develops an RS annex for the DASB OPORD/operations plan (OPLAN). This annex is based on the brigade's RS plan and the commander's intent. It addresses the priority of RS to the DASB and ASA. This includes UMT support to medical facilities, actions during mass casualty situations, support to EPW, and planning for worship, funeral, and memorial services.

3-20. During operations, the UMT keeps abreast of the situation by maintaining contact with the DASB S1 and S2/3. Through FBCB2, the UMT can receive calls for RS directly from the individual company headquarters sections and the DASB staff through the religious support call for support FBCB2 screen.

3-21. Because the team is small and the mission sensitive, it is critical that the commander allow the UMT as much autonomy as possible. This will provide the most responsive and effective support to the soldiers.

S2/3 Section

3-22. The S2/3 officer is the operations, security, and training officer. He is responsible for internal DASB operations. The S2/3 advises and assists the DASB commander in tactical planning, coordinating, and supervising the communications, operations, training, and security functions of the battalion. The S2/3 is the intelligence officer and informs the DASB commander on all intelligence preparation of the battlefield (IPB) information. His role and that of the support operations officer require that they maintain constant contact. The S2/3 is responsible for writing and reviewing the battalion tactical standard operating procedure, monitoring the tactical operations of the DASB, making recommendations to the commander, publishing orders, and supervising implementation of plans and orders. He maintains the current friendly and enemy situations, and obtains maps and prepares overlays. He positions units within the ASA and plans ASA security, which includes planning the equipment and personnel for the base cluster reaction force. Also, in coordination with the military police (MP) element leader, he develops and implements the traffic circulation plan for the ASA. Ensures the ASA security plan is integrated into the overall brigade rear operations plan. Guidance appears in FMs 55-30 and 19-4.

3-23. The S2/3 also plans and coordinates tactical movements, conducts route reconnaissance, supervises tactical road marches, receives closing reports, and supervises appropriate staff activities during movement.

3-24. The nuclear, biological and chemical (NBC) non commissioned officer (NCO) prepares the NBC defense annex to OPLANs/OPORDs and SOPS. He monitors NBC threats and predicts fallout and collects, evaluates, and distributes NBC reports.

He monitors contamination patterns and disseminates NBC data. He prepares vulnerability analyses of significant targets in the DASB's area of operations (AO). The NBC NCO coordinates surveys and determines requirements for NBC protective shelters. He also recommends priorities for decontamination support and monitors and assists in the employment of NBC teams. He develops response procedures for NBC defense and makes recommendations to the commander on mission oriented protective posture (MOPP) levels. He also prepares NBC reports 1 through 6. The duties of the NBC NCO include the following:

- Conducts continuous logistics preparation of the battlefield.
- Supervises the NBC program.
- Prepares tactical NBC plans.
- Conducts weather analysis and nuclear vulnerability assessment analysis.
- Maintains the radiation exposure status for subordinate units.
- Plans for decontamination support to subordinate units.

3-25. The intelligence analyst develops procedures for handling and using or disposing of enemy equipment and documents. He supervises the handling of enemy defectors and materiel, and monitors EPW collection point activities for the DASB. He also is responsible for obtaining classified maps required by DASB units, and is responsible for the preparation of the following documents:

- Intelligence annex to orders.
- Daily intelligence summary for subordinate units.
- Operations estimates.
- Intelligence estimates updates. Paragraphs 2 and 3 of the DASB OPORD/OPLAN.
- Essential elements of information (EEI) for inclusion into the OPORD.

3-26. He is also responsible for the following tasks:

- Coordinates tactical intelligence activities between subordinate units, and brigade S3.
- Maintains a weather factor analysis matrix.
- Performs terrain analysis of the area of responsibility (AOR).
- Prepares situation, event, and decision support templates.
- Supervises preparation of the intelligence portion of OPLANs/OPORDs and maps.
- Develops the intelligence estimate.
- Distributes the analysis of the AO, as appropriate.
- Identifies intelligence collection requirements.

- Assesses enemy vulnerability and probable courses of action.
- Disseminates intelligence to subordinate units.
- Prepares reports on captured enemy materiel.

3-27. Section chief. The duties of the section chief include the following:

- Operates the rear operations frequency modulation (FM) net.
- Advises on base security.
- Coordinates with explosive ordnance disposal (EOD) detachments/teams.
- Determines which group facilities are vulnerable to damage.
- Supervises rear operations training.

S4 Section

3-28. The DASB S4 provides technical supervision and assistance for unit-level support within the battalion. He is responsible for preparing the logistics estimate and making recommendations to the commander on internal logistics activities. He also writes, in coordination with the S1, the service support annex to the DASB OPORD/OPLAN. He supervises personnel in the S4 section.

3-29. The S4 section supervises and monitors DASB company supply activities. It coordinates with them on locations of internal supply and services activities. It processes requests for replenishing basic loads of all DASB elements, and monitors the request of Class I, II, III, IV, V and VII items. It requests and issues all required common table of allowances (CTA) 50-900 items within the DASB. It monitors requests that DASB elements submit to the battalion maintenance section, of the GMC for Class IX items. The section also monitors the status for all battalion elements in the area of operational readiness of equipment. It prepares the Class III forecast for the DASB and submits it to the support operations section.

3-30. The S4 also reports on the overall internal logistics situation. He reports significant problem areas and major deficiencies in basic loads. He should also include an account of significant incidents, which hinder internal logistics operations.

3-31. The S4 develops and maintains administrative movement plans for all modes of transportation using FM 55-series publications. Unit movement plans should include:

- Security requirements.
- Logistics coordination requirements.
- Load plans for vehicle, aircraft, and rail cars.
- Duties of unit movement personnel.
- Preparation of transportation documents.

- Description (weight, length, width, and height) of outsized, and unusual cargo.
- Coordination with the DISCOM MCO.

3-32. S4 section coordinates with the S1 on unit strength and replacement data to project logistics requirements. Together they also ensure DASB replacements are issued all authorized equipment. The S4 also coordinates movement plans with the S2/S3 and monitors field feeding and sanitation activities within the DASB. He consolidates transportation requirements for DASB units and passes them to the support operations section. The S4 coordinates through the DISCOM S4 to obtain payment support for local procurement and imprest fund operations from the servicing corps finance support unit.

3-33. The unit maintenance officer (UMO), in the battalion maintenance platoon of the GMC, coordinates DASB maintenance operations. He is the equipment technical expertise on all ground level maintenance. The UMO works closely with the GMC maintenance control section (MCS). He consolidates DASB unit maintenance reports. He provides the commander and other staff sections with equipment status reports. He also supervises controlled substitution in accordance with (IAW) the commander's priorities. He monitors DASB ASL, PLL, and coordinates recovery of DASB equipment.

3-34. The UMO uses ULLS-G to produce the Army materiel status system (AMSS). The Army materiel status system (AMSS) replaced manual readiness reporting on the front side DA Form 2406. The ULLS-G box is located in the battalion maintenance platoon headquarters of the GMC. The UMT is responsible for preparing the readiness report for the DASB commander to sign. The duties of the S4 officer include the following:

- Develops the internal logistics estimate.
- Keeps DASB staff informed of mission supportability from an internal logistics viewpoint.
- Monitors the unit supply and unit maintenance operations of subordinate units.
- Acquires and assigns facilities.
- Provides advice on food service operations and the command.
- Monitors property book activities.

3-35. The duties of the unit maintenance officer (UMO) include the following:

- Ensures mission essential equipment is available to accomplish mission support.
- Controls battle damage assessment and repair (BDAR), recovery, and maintenance operations internal to the DASB.

- Determines maintenance priorities for DASB equipment with battalion XO.
- Coordinates with the MCS on AMSS reporting.
- Monitors the battalion's army oil analysis program (AOAP).

S6 Officer

3-36. The communications officer (S6) supervises communications and security (COMSEC) and controlled cryptographic items (CCI) activities. The signal specialists install, operates, and maintains communications equipment. This entails the establishment and operation of the net control station (NCS) for the DASB net. They ensure communication links with higher, adjacent, subordinate, and supported units. They plan and implement backup means of communications and ensure radio communications exist during a move between the start point (SP) and release point (RP), and along the route of march. They also develop and implement an ASA security communications system. The S6 is responsible for the full range of tasks associated with network management, systems administration and systems/software security for all tactical automation IAW FM 24-7.

3-37. As systems administrator and system/software security manager the S6 performs all tasks normally associated with information technology (IT) operations ranging from issuing passwords, installing anti virus software, and performing CSSCS network management functions. The S6 works closely with the combat service support automation officer (CSSAMO) to resolve applications problems with CSS STAMIS and CSSCS. The S6 is also responsible for installing and operating local area networks in support of the DASB operations. He is responsible for determining requirements and exercising staff supervision over communications services related to DASB operations. He advises the commander, staff, and subordinate units on communications matters.

Support Operations Section

3-38. This section, under the direction of the support operations officer, provides centralized, integrated, and automated command, control, and planning for all distribution management operations within the battalion. It coordinates with logistics operators in the fields of supply, maintenance, medical, mortuary affairs, and movement management for the support of all units assigned or attached in the brigade area. Its primary concern is customer support and increasing the responsiveness of support provided by subordinate units. It continually monitors the support and advises the battalion commander on the ability to support future tactical operations. With GCSS-A, CSSCS, FBCB2, and MTS the support operations section has access to more information and receives information near real time. Therefore, support operations possesses the capability to view the situational understanding and combat power in the maneuver units. This allows support

operations to identify problems quicker and allocate resources more efficiently. CSSCS gives support operations the visibility of the logistics status from the DASB back to corps. This battle staff section serves as the POC for supported units. It directs problems to appropriate technical experts within subordinate branches. The duties of the support operations officer include the following:

- Conducts continuous logistics preparation of the battlefield.
- Plans and coordinates for aerial resupply and plans for landing zones (LZs) vicinity of the ASA.
- Develop CSS synchronization matrix.
- Submit CSS forecasts to division support operations.
- Manages all flatracks throughput to and retrograding from the brigade support area.
- Coordinates and provides technical supervision for the DASB's CSS mission; which includes supply activities, maintenance support, combat health support, and coordination of transportation assets.
- Identifies tentative force structure and size to be supported.
- Coordinates the preparation of the support operations estimate on external support.
- Provides support posture and planning recommendations to the DASB commander.
- Sets up and supervises the logistics operations center.
- Provides centralized coordination for units providing support to the brigade.
- Coordinates with AB S3 air for air routes for supply and medical support.
- Analyzes the impact of CSSCS reports.
- Advises the battalion commander on the status of logistics support.
- Coordinates logistics support for units passing through the brigade's area.
- Analyzes contingency mission support requirements.
- Revises customer lists (as required by changing requirements, workloads, and priorities) for support of tactical operations.
- Coordinates external logistics provided by subordinate units.
- Advises the battalion commander on the supportability of DASB support missions and of shortfalls that may impact on mission accomplishment.
- Serves as the single point of coordination for supported units to resolve logistics support problems.
- Plans and coordinates contingency support.

- Develops supply, service, maintenance, and transportation policies.

3-39. The support operations officer will perform functions as the CSSCS manager. The support operations officer must work in conjunction with the S2/3, S4, and S6 to establish and manage the CSSCS network and database. The support operations officer must maintain direct support supply point and maintenance data entered into the system. Specific tasks for the support operations officer are:

- Gather, input, and maintain supply point logistics data in the system. He must also conduct the SAMS-2 and SARSS download to CSSCS to capture DS maintenance data.
- Develop the CTIL to track supply point items of interest to the commander.
- Set message handling tables to correctly route supply logistics messages.
- Set status thresholds for supply point items.
- Establish reporting times for subordinate direct support units.
- Set support to supported relationships to reflect which supply points support which units.
- Establish and set continuity operations (CONOPS) pairing IAW guidance from the division G4.

3-40. The duties of the support operations sergeant include the following:

- Conducts continuous logistics preparation of the battlefield.
- Analyzes trends and forecasts of requirements for supplies and equipment based on priorities and procedures.
- Coordinates major end item resupply activities within the group.
- Coordinates activities internal to the support operations section.

Staff Judge Advocate (SJA)

3-41. The DASB does not have SJA support within its staff. However, the division SJA section supports the division with legal support operations as far forward as required. It provides subordinate brigade and other commanders with a lawyer to serve as a member of the subordinate commander's special staff, as required. In addition to advising on defense and prosecution issues, the DASB commander can call upon the SJA for advice and assistance when dealing with issues such as:

- International agreements regarding the status of forces and installations on foreign soil.

- Contingency contracts and regular acquisitions of goods and services needed for entry into, and sustainment of the force within an area of operations.
- Compliance with the law of land warfare and in the treatment of EPW, retained persons, internees, and refugees.
- Claims against the United States and against soldiers or the unit under Article 139, unified code of military justice (UCMJ).
- Investigation and disposition of allegations of war crimes and violations of the law of land warfare.
- Compliance with the law of land warfare in operational seizure and use of and reimbursement for foreign, real, and private property.
- Compliance with domestic and international environmental law and regulation.
- Coordination of the commander's legal requirements with the SJA in the main CP.

BATTLE STAFF

3-42. The DASB headquarters battle staff is the competent and confident team that allows the DASB commander to be a practitioner of battle command. The combination of the battalion and supporting staff elements form the commander's battle staff. Listed below are the battle staff roles and an example of a portion of a logistics synchronization matrix, see Figure 3-2, that assists the battle staff in the execution of their respective roles:

- Maintain situational understanding.
 - Install information management architecture.
 - Train members of the battle staff.
 - Access available CSS and operational databases.
 - Receive, process and transmit information.
 - Know the current CSS, operational, and geo-political situation.
 - Know current CSS and other key locations.
- Synchronize logistical and operational activities.
 - Analyze data from multiple sources/disciplines.
 - Match capabilities to requirements efficiently.
 - Coordinate CSS activities with all involved.
 - Optimize CSS resources and time.
- Anticipate future operations (branches/sequels)
 - Understand higher/subordinate/supported commanders' intents.
 - Conduct logistics preparation of the battlefield (LPB).

- Know OPLANs/CONPLANs of involved HQ's.
- Conduct intelligence preparation of the battlefield (IPB)
- Employ liaison team(s) at key HQ's.
- Workload battle staff planners.
- Conduct wargaming drills.
- Identify projected CSS capabilities available.
- Identify projected CSS unit displacements.
- Identify external resources/solutions required.
- Make recommendations, decisions; and, execute those decisions.
 - Conduct risk assessments.
 - Employ deliberate decision making process.
 - Employ quick decision making process.
 - Provide clear and understood verbal orders.
 - Provide timely and accurate responses to unit issues.
- Maintain current estimates, status, and data
 - Maintain one continuously updated estimate.
 - Display estimate in the battle staff area.
 - Provide command group with periodic estimate updates.
 - Transmit estimate electronically as needed.
- Maintain secure/non-secure, assured communications with key HQ's.
 - Exploit communications and other technologies.
 - Train battle staff on available technology.
 - Employ alternate means of communications.
 - Coordinate with supporting signal units/HQ's.
 - Provide Assault CP with communications/automation package.
- Receive, prepare, coordinate, and disseminate plans, orders, annexes, reports, and taskings.
- Integrate augmentation forces
 - Coordinate equipment, supply, and soldier link-up.
 - Exchange SOP and policies.
 - Provide/receive SITREP/briefings.
 - Establish command/technical/support relationships.
 - Provide liaison team to assist force.
 - Assess soldier/unit readiness shortfalls.
 - Reduce or eliminate unit readiness shortfalls.
 - Employ augmentation forces.

H HOUR	H+4	H+8	H+12	H+16	H+20
D-DAY	D+1				
DAY/NIGHT					
Phase	Phase I				
ENEMY ACTION	Defends in sector with two brigades. 13th IQ in the west and 14th in the east.	Continues Defense	Continues Defense	Shifts Priority to OBJ APPLE	Shifts Priority to OBJ APPLE
DECISION POINT	What is the level of success that 4AD is having Along Route Jackson?	What is the level of success that 4AD is having Along Route Jackson?	Does 4AD take operational control of 3rd BDE?	Does 4AD take operational control of 3rd BDE?	Is 9LID and 230th SAB attack to seize OBJ apple being successful?
MANEUVER	3rd BRIGADE LD/LC. All other elements are REDCON1.	3rd BRIGADE arrive MCP 2. 1st BRIGADE SP. 2nd Bde REDCON1.	3rd BRIGADE prepared to support 4AD ATK on OBJ Glory. 1st BRIGADE LD, 2nd BRIGADE SP	3rd BRIGADE prepared to support 4AD ATK on OBJ Glory. 1st BRIGADE MCP2, 2nd BRIGADE LD	3rd BRIGADE arrives TAA Hood. 1st BRIGADE PL Colt. 2nd BRIGADE MCP 2.
FIRE SPT	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.	FSCL is PL NUT and PL Cougar. CFL PL Aqua. RFA TAA Hood/Bragg. NFA OBJ apple.
MOB/SURV	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility	Focus is on Mobility
C2	Located with 1st Bde. Rear with DISCOM	Located with 1st Bde. Rear with DISCOM	4th AD potentially assumes control of 3rd BRIGADE	4th AD potentially assumes control of 3rd BRIGADE	Located with 1st Bde. Rear with DISCOM
MAN/MED					
SUSTAIN					
FIX					
ARM					
FUEL					
MOVE					

Figure 3-2. Synchronization Matrix

HSC COMPANY HEADQUARTERS

3-43. The company headquarters provides the company with administration, supply, and food services support for the battalion for all assigned or attached personnel. The company provides overhead and billeting support for the HSC, DASB. It is responsible for the command and control, and security of the company. The company headquarters consists of a headquarters section, and a food service section. Functions of the company headquarters are to:

- Maintain load plans.
- Perform route reconnaissance.
- Organize the unit for movement and issue movement orders to HSC personnel.
- Request additional transportation through the DASB S4.
- Coordinate with the DASB S2/S3 on the quartering party.
- Provide C2 of HSC in response to an air or ground attack.
- Coordinate base defense.
- Establish communications.
- Determine placement of NBC assets in the headquarters area.
- Function as the HSC armorer.

Company Commander

3-44. The HSC company commander is responsible to the DASB commander for the discipline, combat readiness, training of the HSC, and direct support to the AB and division cavalry squadron.

3-45. The commander is responsible for everything the HSC does or fails to do. He must be proficient in the tactical employment of the company and its assigned and attached CSS elements. The commander must also know the capabilities and limitations of the company's personnel and equipment in performing the CSS mission as well as those of CSS elements attached to him. Additionally, his responsibilities include leadership, discipline, tactical employment, training, administration, personnel management, supply, maintenance, communications, and sustainment activities of the company.

3-46. These duties require the commander to understand the capabilities of the company's soldiers and equipment and to know how to employ them to best tactical and CSS advantage. At the same time, the commander must be well versed in enemy organizations, doctrine, and equipment.

3-47. Using this knowledge, the commander prepares his unit for combat operations using troop-leading procedures. Ultimately, he must know how to exercise command effectively and decisively. He must be flexible, using sound judgment to make correct

decisions quickly and at the right time based on the higher commander's intent and the tactical situation. He must be able to issue instructions to his subordinate leaders in the form of clear, accurate combat orders and then he must ensure that the orders are executed.

3-48. The company commander's responsibility in combat is twofold. He will:

- Accomplish all missions assigned to the HSC in accordance with the DASB commander's intent and will support the BN/TF commander's scheme of maneuver with CSS.
- Preserve the fighting capability of the supported units and the HSC. Must maintain continual communications with higher, lower, and adjacent units.

First Sergeant (1SG)

3-49. The 1SG is the company's senior NCO and normally is its most experienced soldier. He is the commander's primary CSS and tactical advisor and he is an expert in individual and NCO skills. He is the company's primary internal CSS operator and helps the commander and support operations officer to plan, coordinate, and supervise all logistical activities that support the company's mission. He operates where the commander directs or where his duties require him. The 1SG's specific duties include the following:

- Execute and supervise routine operations. The 1SG's duties may include enforcing the tactical SOP; planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field hygiene operations.
- Supervise, inspect, and/or observe all matters designated by the commander. For example, the 1SG may observe and report on the company's base, proof fighting positions, or designing and ensuring emplacement of the defensive perimeter.
- Assists in planing, rehearsing, and supervising key logistical actions in support of the tactical mission. These activities include resupply of Class I, III, and V products and materiel; maintenance and recovery; medical treatment and evacuation; and replacement/return to duty (RTD) processing.
- Assists and coordinates with the support operations in all critical functions.
- As necessary, serves as quartering party NCOIC.
- Using FBCB2 transmit company rollup reports LOGSITREP and PERSITREP. Transmit call for support (CFS) for immediate resupply for Class III, IV, V or recovery missions using FBCB2 (as required).

- Conduct training and ensures proficiency in individual and NCO skills and small-unit collective skills that support the company's mission essential task list (METL).
- Receives incoming personnel and assigns them to subordinate elements as needed.
- He is responsible for the medical evacuation of sick, injured, and wounded soldiers to the supporting medical treatment facility.
- He is responsible for the evacuation of soldiers killed in action to the supporting graves registration collection point.

3-50. In conjunction with the commander, establish and maintain the foundation for company discipline.

CLASS III/V PLATOON

3-51. The Class III/V platoon provides Class III(B) and Class V support to its customers. It also operates a division rear aircraft refuel point for divisional and MEDEVAC aircraft. The DASB maintains one day of operational fuel requirements, in tankers and one fuel system supply point (FSSP), for the AB, division cavalry squadron and the DASB. The platoon is responsible for receipt, storage, issue, and quality control of bulk Class III/V. The platoon must be able to maintain 24 hours operation of organic equipment. The platoon contains FBCB2 and movement tracking system (MTS) to increase control and efficiency of support assets. The platoon consists of a headquarters section, a storage and issue section, a distribution section, and an ammunition transfer point (ATP) section.

Storage and Issue Section

3-52. This section is responsible for establishing and operating the Class III point in the DASB. It provides supply point distribution for the general support aviation support battalion and the DASB. The section has the capability of establishing one fuel system supply point (FSSP) and is able to refuel aircraft in the division rear. In an emergency it may refuel aircraft outside the ASA. This section is capable of refueling 8 aircraft simultaneously.

Distribution Section

3-53. The Class III/V distribution section provides unit distribution of bulk fuel and ammunition to the AB and the division cavalry squadron. This section also has the capability to conduct refuel on the move operations using the hot tactical aircraft refuel system (HTARS) equipment. The section is manned for only two systems at a time. There are two HTARS in the section. The systems are used for refuel on the move (ROM) of the unit. The section does not operate a forward area rearm/refuel point (FARP) operation.

Ammunition Transfer Point Section

3-54. The Class V ATP section provides ammunition transfer capability to the units supported by the DASB. It provides unit distribution of ammunition to the AB and the division cavalry squadron. This section DOES NOT have the capability to arm aircraft. Emergency arming must be coordinated externally.

SUPPLY PLATOON

3-55. The supply platoon headquarters provides coordinated supervision of the distribution of Class I, II, III(P), IV, VII, and IX coming to or passing through the DASB. This section operates the SARSS for the DASB. Class IX requests are received via ULLS-G/A and SAMS.

Class I, General Supply Section

3-56. The general supply section provides Class I, II, III(P), and VII direct support to units supported by the DASB. The section receives, stores and issues Class II, IIIP, and IV; receives and issues Class VII. It also receives and issues Class I at the field ration issue point. It provides supply point distribution.

Class IX Section

3-57. The Class IX section supports the AMC and GMC by receiving, storing and issuing Class IX common and air. Prepares common, and aviation repair parts and components for retrograde.